



CITY OF WILLIAMSBURG

MEMORANDUM

TO: Mayor and City Council

DATE: February 1, 2007

SUBJECT: 2006 Citizen Survey Results

Attached is the Executive Summary of Williamsburg's 2006 Citizen Survey. The Executive Summary includes the results from the 2006 survey and comparative survey results from 1995-2006.

The survey has been conducted in-house for the past twelve years. We are at the point, however, where contracting out Williamsburg's citizen survey should be considered.

The National Citizen Survey (NCS), a service provided by the International City/County Management Association (ICMA), administers, analyzes, and reports results of customizable citizen surveys. Approximately 350 jurisdictions across the country have used the NCS service. As a result, it is possible to directly compare Williamsburg's results to norms of other participating cities. The NCS is also designed to coordinate with ICMA's Center for Performance Measurement in which Williamsburg now participates.

Attached is additional information about the service, options available for the survey and a sample survey questionnaire. If approved by City Council, funding will be added to the FY08 budget and the survey would be conducted biennially starting in fall 2007. The survey cost will be in the range of \$8,500 to \$10,000 (cost to the city equates to \$4,250-\$5,000 annually).

Jodi Miller will provide a presentation on the 2006 results at Monday's Work Session.

Staff Contact: Assistant City Manager Jodi Miller

Recommendation: That City Council receive the 2006 Citizen Survey for information, and consider the use of the National Citizen Survey in 2007, with a decision to be made in the upcoming budget process.

Jackson C. Tuttle
City Manager



2006 Annual Citizen Survey Results



**City of Williamsburg
February 5, 2007**

CITY OF WILLIAMSBURG

2006 ANNUAL CITIZEN SURVEY RESULTS

EXECUTIVE SUMMARY

Each year, the City of Williamsburg conducts a survey of its citizens to assess the quality and value of local government services. The survey is one of several ways the city measures its performance with the goal of continuous improvement. This year **88** surveys were received in the mail, a **29%** response rate. All 88 were included in the tabulated results. This is the twelfth year the city has conducted a citizen satisfaction survey.

Graph 1: Weighted scores of the overall city performance from 1995 to 2006. The average overall 2006 score is **4.1** (very good).

Graph 2: The operating departments are graphed from 1995 to 2006. Departments weighted 2006 scores were consistent with prior years still averaging between outstanding and good.

Graph 3: Weighted scores by "Value of Services," "Ease of Doing Business," and "Information From the City" are graphed from 1995 to 2006. Citizens continue to indicate that they feel as if they are getting their money's worth from city government and find it easy to do business with the city as indicated by the **4.1** (very good) score.

Graph 4: Average weighted scores for "Safety" (**8.4**), "Beauty" (**8.4**), and "Livability" (**8.9**) are graphed with previous years. Is Williamsburg moving toward the City Council Vision of being a city that is "*evermore safe, beautiful, and livable?*" Respondents were asked to rate the City in each category on a scale of 1-10 with 10 being the highest.

Graph 5: Weighted scores for direct department contact for the categories of "Responsiveness," "Qualifications," "Courtesy," and "Satisfaction with Outcomes" are graphed from 1995 to 2006. "Courtesy" continues to be the highest scoring area for city employees with "Qualifications," "Outcome," and "Responsiveness" closely following. Most citizens indicated that they had the most contact with the following departments: Commissioner of Revenue, Police, Water and Sewer, and Finance.

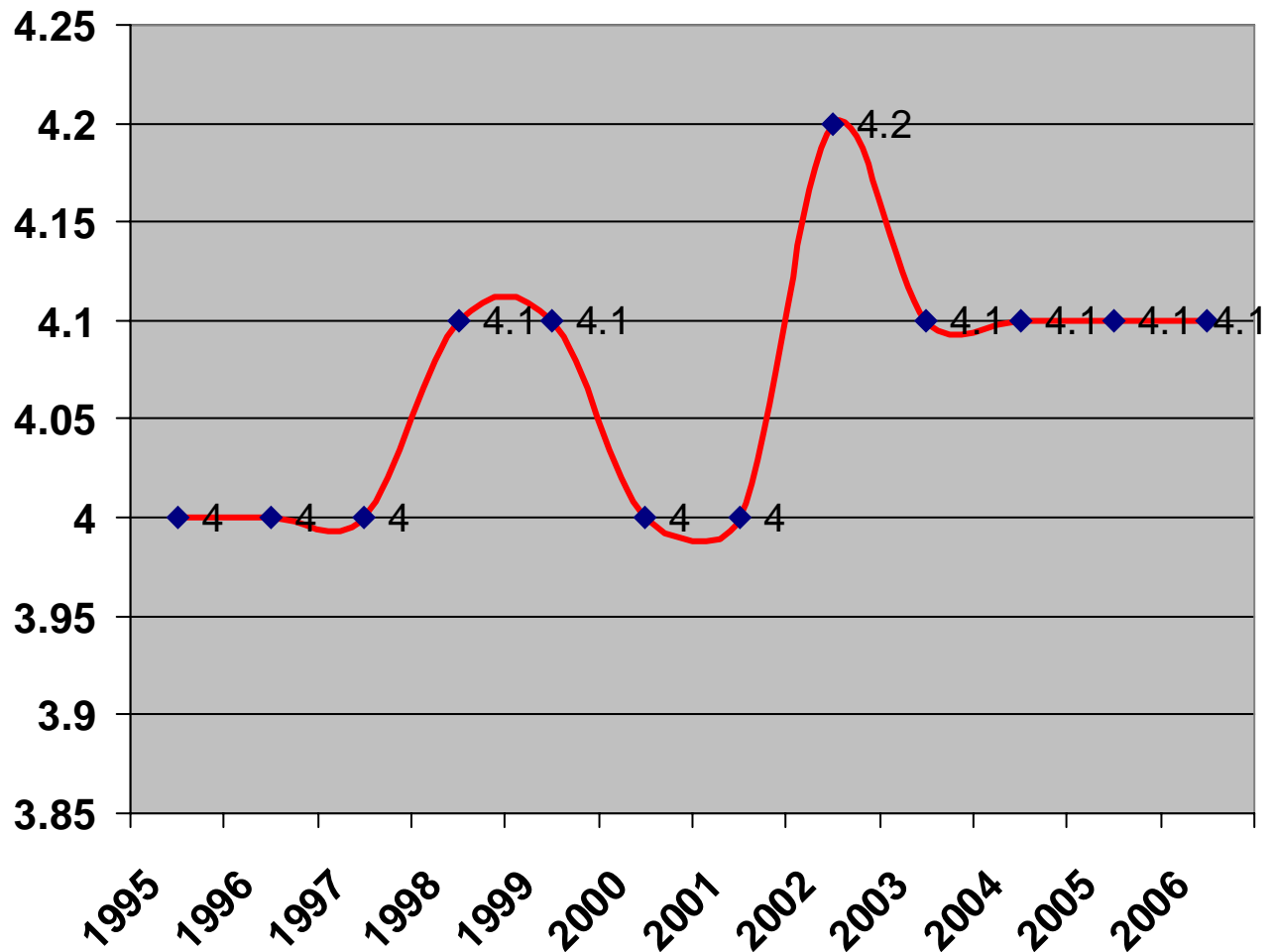
In addition to the statistical information, the open-ended comments are also very valuable in providing feedback on City services. We asked residents to comment on what they are **most pleased** with, and **what most needs improvement**. Where possible, a City employee will call respondents, thank them for their comments and offer to discuss their comments. In a few cases, we can take specific action to solve a problem.

A detailed recital of the comments is attached. It is an excellent way to get a sense of what is most important to City residents when they think about city government, both their "best" and their "worst."

This report also includes information on survey goals and methodology, plus the questions and results of all questions.

**CITY OF WILLIAMSBURG
2006 ANNUAL CITIZEN SURVEY RESULTS**

GRAPH 1
Overall Weighted Scores for Quality of Services
the City Provides
1995-2006
5=Outstanding, 4=Very Good, 3=Good, 2=Poor, 1=Unacceptable



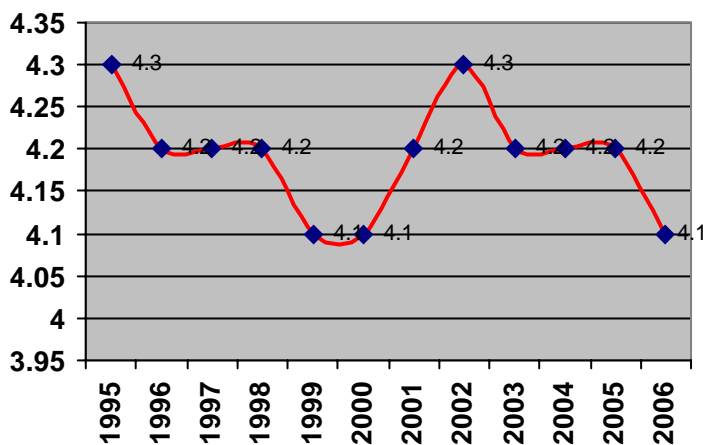
2006 score:
4.1 (Very Good)

CITY OF WILLIAMSBURG 2006 ANNUAL CITIZEN SURVEY RESULTS

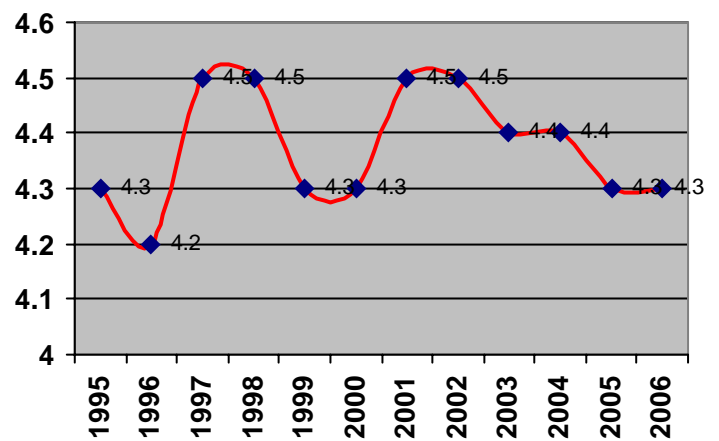
GRAPH 2
Weighted Scores By Department
1995-2006

5=Outstanding, 4=Very Good, 3=Good, 2=Poor, 1=Unacceptable

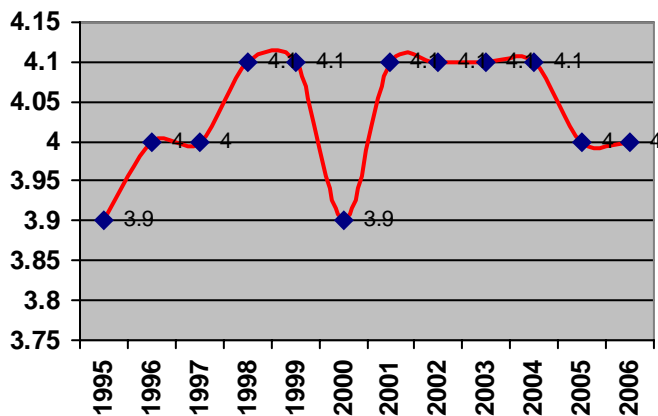
Police Department



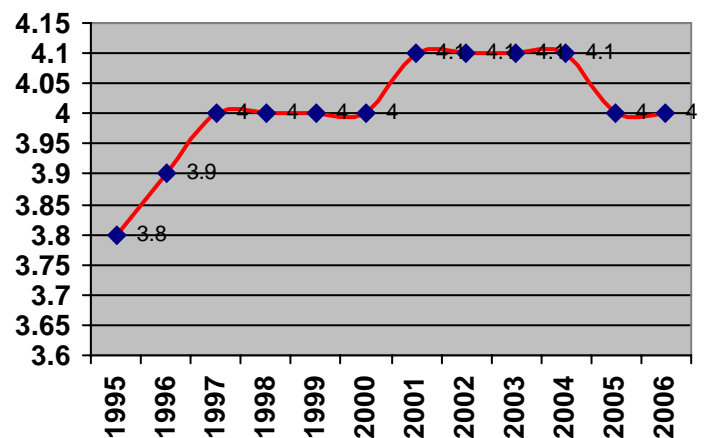
Fire Department



Public Works Department



Public Utilities Department

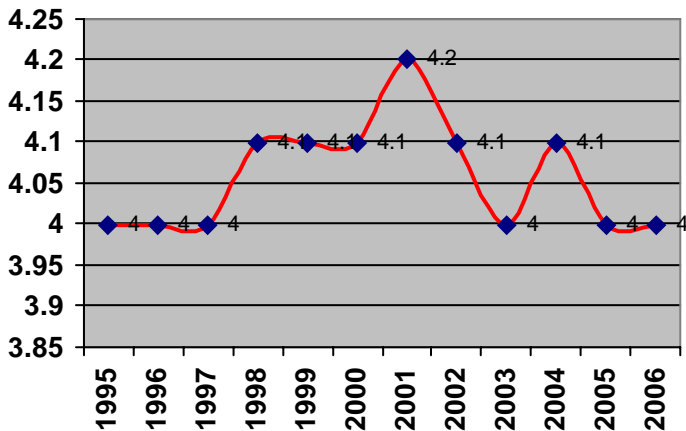


CITY OF WILLIAMSBURG 2006 ANNUAL CITIZEN SURVEY RESULTS

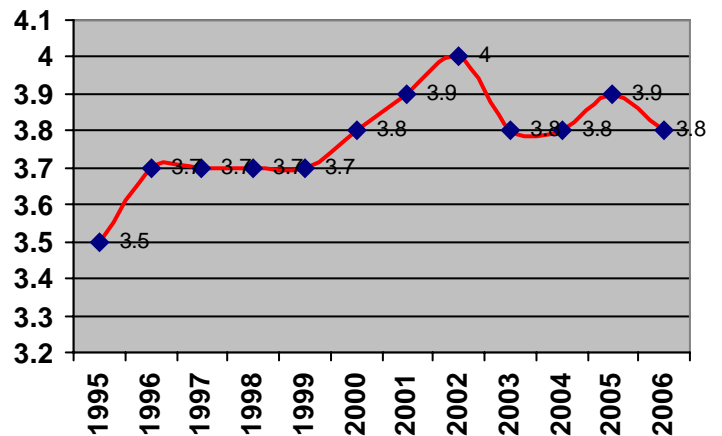
GRAPH 2 continued Weighted Scores By Department 1995-2006

5=Outstanding, 4=Very Good 3=Good, 2=Poor, 1=Unacceptable

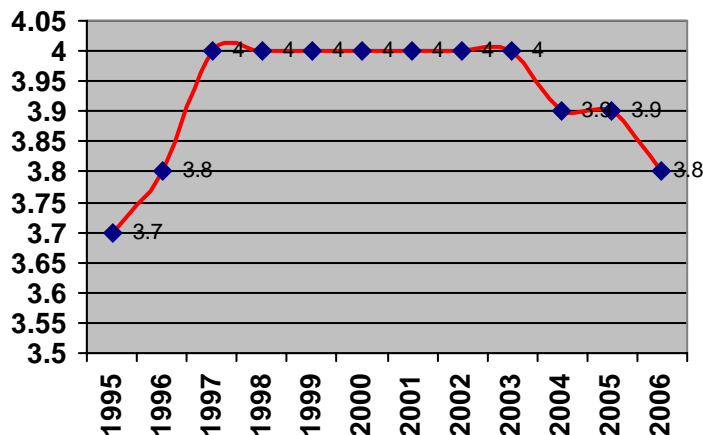
Parks & Recreation Department



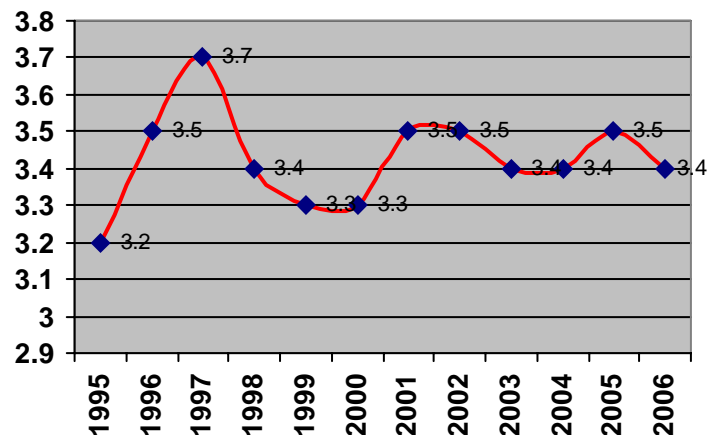
Human Services Department



Finance Department

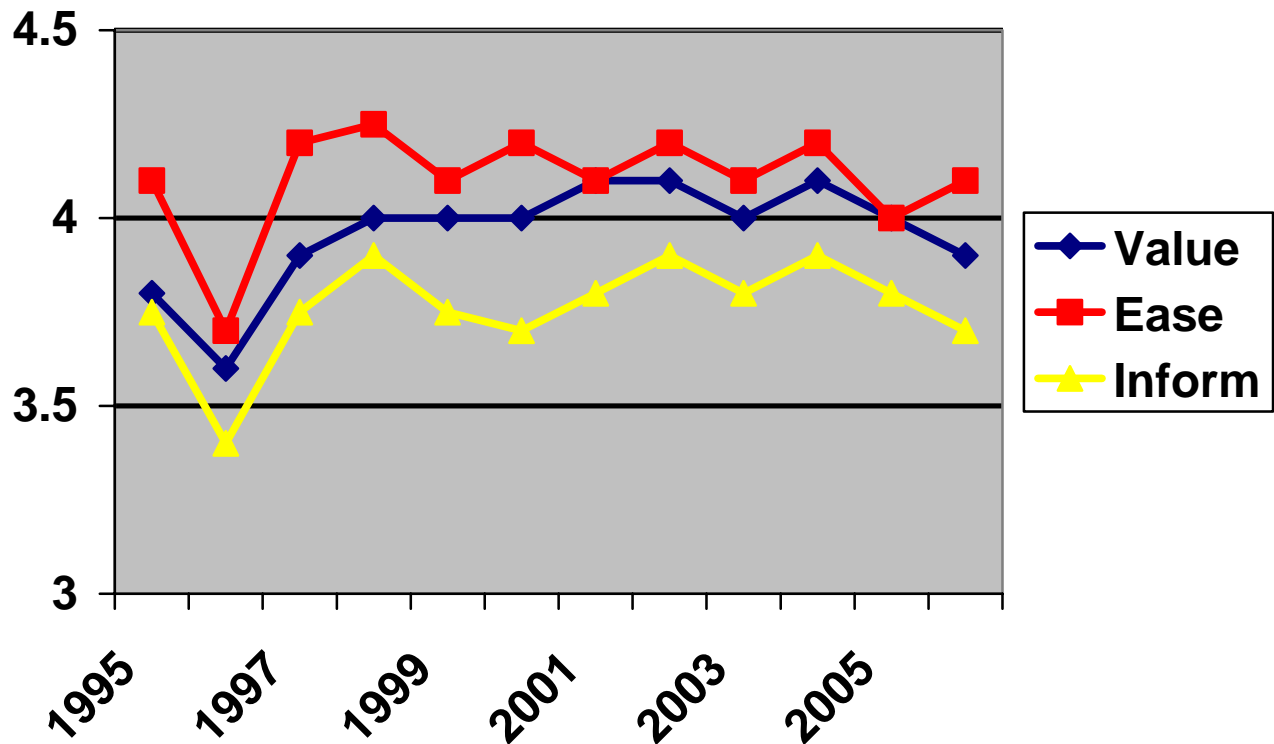


Planning Department



**CITY OF WILLIAMSBURG
2006 ANNUAL CITIZEN SURVEY RESULTS**

**GRAPH 3
Weighted Scores by
Value of Services, Ease of Doing Business,
and Information From the City
1995-2006**



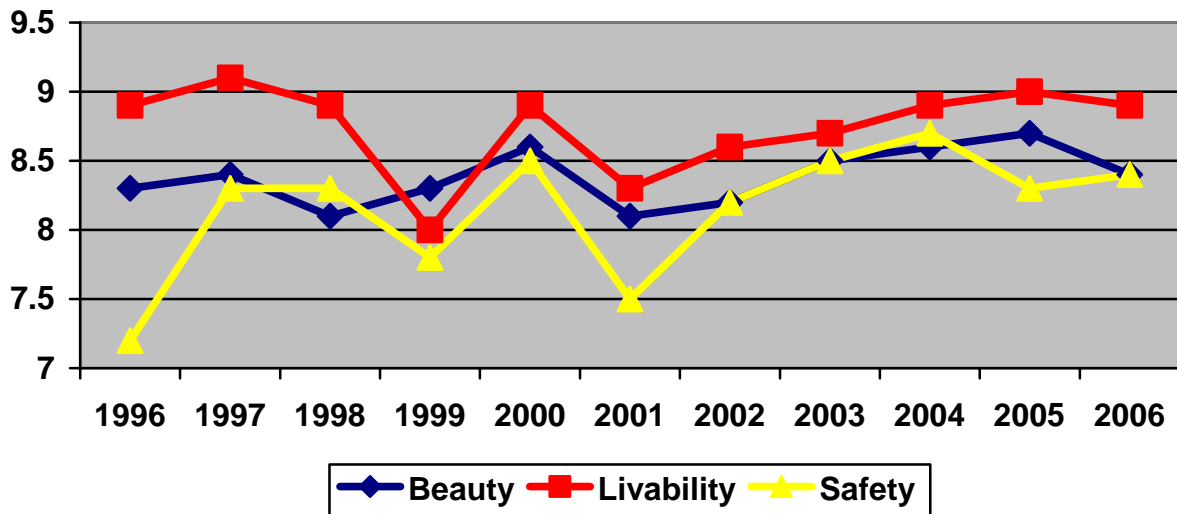
Weighted Scores for 2006:

Value of Service: 3.9
Ease of Doing Business: 4.1
Information from City: 3.7

CITY OF WILLIAMSBURG

2006 ANNUAL CITIZEN SURVEY RESULTS

GRAPH 4
Weighted Scores by
Safety, Beauty, and Livability
1996 to 2006
(Scores range from 1 to 10.
10=perfect)



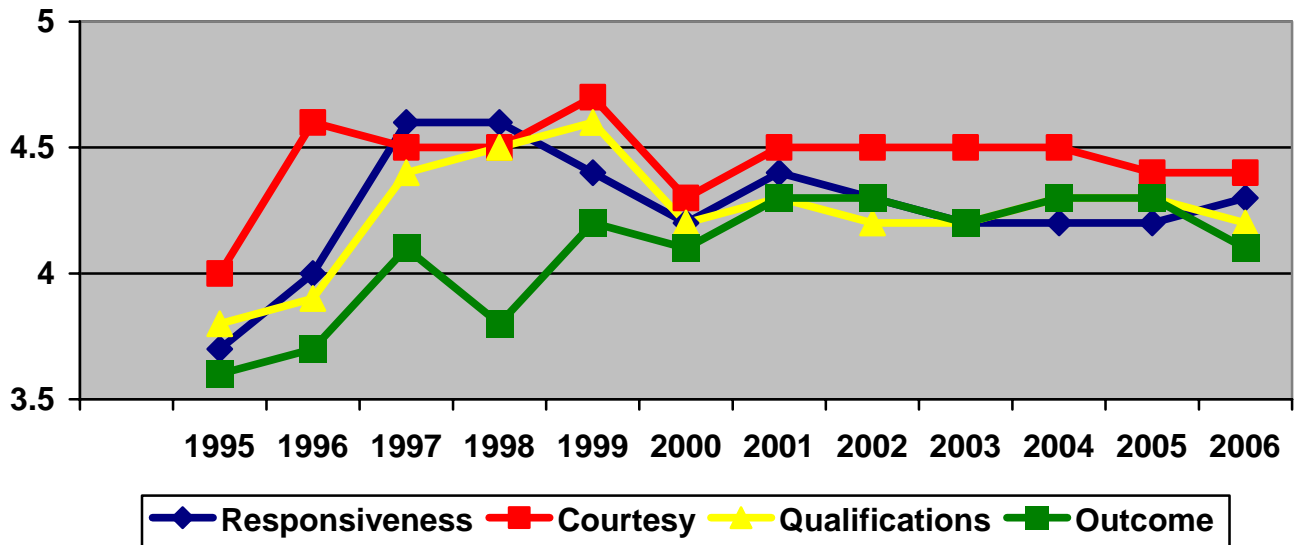
2006 Weighted Scores:

Safety: 8.4
Beauty: 8.4
Livability: 8.9

CITY OF WILLIAMSBURG 2006 ANNUAL CITIZEN SURVEY RESULTS

GRAPH 5
Weighted Scores by
Direct Employee Contact
1995-2006

5=Outstanding, 4=Very Good, 3=Good, 2=Poor, 1=Unacceptable



2006 Weighted Scores:

Responsiveness: 4.3
Courtesy: 4.4
Qualifications: 4.2
Outcome: 4.1

SURVEY GOALS, PROCESS, & METHODOLOGY

Background

In 1995, the QUEST (Quality through Education, Service, & Teamwork) Team designed a citizen survey to seek feedback from city residents on the quality of city services. After this survey proved to be an excellent way to receive feedback, City Council agreed to conduct an annual citizen survey.

Goals

The City Manager and the QUEST Team feel strongly that all local governments need to continuously seek to improve the quality and effectiveness of public services. Tools like quality surveys and performance measurement aid in this task. The goals of the quality survey are threefold:

- Determine how City services are perceived in the eyes of residents, and educate them about city services where possible.
- Glean information from citizens on how to improve. Get specifics on services with which they are most pleased and most displeased, and seek information useful for training employees on better ways to deliver services.
- Analyze results over time.

Process

- Multiple choice questions on the survey were tabulated and analyzed by the Assistant City Manager Jodi Miller, with the assistance of Sandi Filicko in the City Manager's Office. Michelle Woolson of the Information Technology staff assisted with the Internet survey component.
- Open-ended questions were examined by the City Manager and department heads.
- Department heads are asked to convene employees, read all comments pertaining to their department, then report to the City Manager of any comments or actions that resulted from the findings.

Methodology

- 300 citizens were randomly selected to receive a survey with a self-addressed, metered envelope.
- 88 questionnaires were returned and tabulated in the 2006 results. 98 were returned in 2005, 126 in 2004, 152 in 2003, 117 in 2002, 131 in 2001, 142 in 2000, 136 in 1999, 147 in 1998, 125 in 1997, 114 in 1996, and 122 in 1995.
- The return rate was 29% in 2006 as compared to 33% in 2005, 42% in 2004, 51% in 2003, 39% in 2002, 44% in 2001, 47% in 2000, 45% in 1999, 49% in 1998, 42% in 1997, 38% in 1996, and 49% in 1995.
- A written survey was chosen because the QUEST Team wished to provide citizens with ample time to think about their responses.

SURVEY QUESTIONS & RESULTS

Overview: Thirty-four males (39%) and 42 females (61%) participated in the 2006 survey. They tended to be long-term residents, 60 years and older (56%), with two people in the household. Respondents have lived in the city for an average of 13.4 years.

1. Specifically, how do you rate the quality of the following city services?

Police (uniform patrol, investigations, 911 communications, crime prevention)

Outstanding = 30%	Very Good = 51 %	Good = 19%
Poor = 0%	Unacceptable = 0%	

Fire (fire prevention & suppression, emergency medical service, emergency services)

Outstanding = 43%	Very Good = 46%	Good = 11%
Poor = 0%	Unacceptable = 0%	

Public Works (streets, signals & signs, refuse & recycling, landscaping, mosquito control, cemetery)

Outstanding = 25%	Very Good = 48%	Good = 26%
Poor = 1%	Unacceptable = 0%	

Public Utilities (water treatment & distribution, sewer)

Outstanding = 23%	Very Good = 55%	Good = 22%
Poor = 0%	Unacceptable = 0%	

Parks and Recreation (parks & ball field maintenance, athletic & leisure activities)

<input type="checkbox"/> Outstanding = 25%	<input type="checkbox"/> Very Good = 54%	<input type="checkbox"/> Good = 21%
<input type="checkbox"/> Poor = 0%	<input type="checkbox"/> Unacceptable = 0%	

Human Services (assistance & services for youth, elderly, & families)

Outstanding = 19%	Very Good = 48%	Good = 32%
Poor = 1%	Unacceptable = 0%	

Finance (property assessment, tax billing & collection, water billing & collection, dog tags)

Outstanding = 23%	Very Good = 41%	Good = 34%
Poor = 2%	Unacceptable = 0%	

Planning (long-range planning, zoning enforcement, site plan & archit. review, building inspection)

<input type="checkbox"/> Outstanding = 14%	<input type="checkbox"/> Very Good = 32%	<input type="checkbox"/> Good = 39%
<input type="checkbox"/> Poor = 14%	<input type="checkbox"/> Unacceptable = 1%	

2. Overall, how do you rate the quality of services the city provides?

- ☐ Outstanding =25% ☐ Very Good =57% ☐ Good =18%
☐ Poor = 0% ☐ Unacceptable = 0%

3. With which department(s) have you had direct contact in the last year?

(You may check more than one box)

- | | | |
|---|---|--|
| <input type="checkbox"/> City Manager's Office | <input type="checkbox"/> Finance | <input type="checkbox"/> Police |
| <input type="checkbox"/> Building Inspection | <input type="checkbox"/> Fire | <input type="checkbox"/> Human Services |
| <input type="checkbox"/> Cedar Grove Cemetery | <input type="checkbox"/> Parks & Recreation | <input type="checkbox"/> Street/Landscape Division |
| <input type="checkbox"/> Commissioner of Revenue | <input type="checkbox"/> Planning | <input type="checkbox"/> Water/Sewer Division |

4. Pick one department with which you have had the most direct contact and rate below.

Respondents were asked to rate a specific department according to four criteria. When all department data is aggregated we get an approximation of how the city rates in these important categories. Courtesy, Responsiveness and Satisfaction with Outcome are the top qualities of city staff.

Weighted scores of all departments (5=Outstanding, 4=Very Good, 3=Good, 2=Poor, 1=Unacceptable)

- | | |
|---|--|
| <input type="checkbox"/> Responsiveness = 4.3 | <input type="checkbox"/> Qualifications = 4.2 |
| <input type="checkbox"/> Courtesy = 4.4 | <input type="checkbox"/> Satisfaction with Outcome = 4.1 |

5. The City's Vision Statement calls for Williamsburg to become progressively safer, more beautiful, and more livable. On a scale of 1 to 10, how would you rate our city?

- | | | | | | | | | | | | |
|--------------------------|---|---|---|---|---|---|---|----------|----------|----|-----------------------------|
| Very Unsafe | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Very Safe (8.4) |
| Very Unattractive | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Very Beautiful (8.4) |
| Very Unlivable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Very Livable (8.9) |

6. Overall, how would you rate the value of services you receive? (Are you getting your money's worth from city government?)

- ☐ Outstanding =25% ☐ Very Good = 47% ☐ Good = 27%
☐ Poor = 1% ☐ Unacceptable = 0%

7. Overall, how easy is the City of Williamsburg to do business with?

- ☐ Very Easy =33% ☐ Easy = 44% ☐ Neither =23%
☐ Hard = 0% ☐ Very Hard = 0%

8. Overall, does the city do a good job at keeping you informed of matters affecting you?

☐ Outstanding = 17% ☐ Very Good = 47% ☐ Good = 31%
☐ Poor = 5% ☐ Unacceptable = 0%

9. Of the city's methods of communicating with the general public, rank the following from 1 (most) to 4 (least) according to how useful each is to you.

 3 Quarterly newsletter 1 Ch. 48 bulletin 2 Internet web page 4 Newspapers

**10 & 11 What one city service are you most pleased with? Why?
AND**

What one thing could we do to improve your level of satisfaction with city services?

The open-ended questions are a terrific form of feedback. The 8½ x 14 inch survey format allows for more space to comment. Attached are the comments that were included with the 2006 survey results.

What one city service are you most pleased with? Why?

- Fire, Social Services
- Commissioner of Revenue-they have been helpful with my problems and responsive to my questions.
- Planning department-have enjoyed working with Carolyn Murphy in Zoning department.
- Most affected by Fire Dept. emergency medical services. Both my husband and I have had to use this local service. Efficiency has been excellent-courteous service-came very quickly - couldn't be any better-a comfort in time of need.
- Parks and Rec has been most helpful, professional and organized; provided outstanding customer service.
- I absolutely adore the W/JCC recreation center. The facilities are maintained well. The staff is friendly and helpful, and the prices are reasonable. I couldn't imagine working out elsewhere.
- Public Works provides excellent service on multiple days of the week. Parks & Rec provide many varied leisure activities.
- Police Dept-responsive, professional, courteous, neighborhood support.
- Leaf removal, trash removal, recycling-all performed on schedule. I appreciate not having a lot of cars parked on the street, but I object to having to pay \$15.00 for 3 permits for guests to park at my house for a few hours or overnight.
- Commissioner of Revenue department. They are always prompt to assist you and have very pleasant manners.
- Public Works-excellent job on keeping our streets, medians, looking great.
- Dog Park-I have a hound who loves it.
- Public Works-always courteous and willing to do the extra work it takes to make their work look the best it can.
- Human Services-helped me through the paperwork for Social Services and Medicare assistance.
- Overall, I believe the city is doing a great job.
- Street/Landscape Division-the city's streets, park areas, and general landscape appearance are a source of pride for all residents. We called the EMT over on Nov. 2 at night to take my wife to the hospital. The two-person crew was skilled, kind and supportive.
- EMT/911-response time, courtesy, and care were all exemplary.

- Overall, all the city services that I have contact with, the personnel have always been helpful and directed me to the right person or explain why it is done that way.
- The Project Lifesaver administered by Dennis Baines, the city's coordinator was invaluable to me. He visited often, exhibiting kindness and concern. It was something I had never experienced before. My spouse of 48 years suffered with Alzheimer's and Dennis was a friend and represented the city well during that time.
- Police Dept-Chief Yost does an excellent job.
- Architectural Review-they take it seriously.
- Finance dept. is always polite, prompt, knows citizens by their names and shows genuine concern.
- Emergency Services-reliably professional, competent (rescue squad) and kind.
- Parks
- The retention of the nature and beauty of the Historic Area. If only the whole city could be maintained the same way, it would be beautiful and "DIFFERENT" - not just another tourist trap shopping center.
- Fire Dept-Hazmat response; drop in BP check. Jodi Miller has been excellent!
- Finance Dept.-Always accommodating; highly informed; extremely courteous.
- Library and Rec Center
- Fire (EMS) provided prompt, competent, courteous response to an emergency at our home.
- Planning Dept-their staff is always helpful.
- Police, Fire and Assessor also great.
- Trash and recycling pick-up-frequency is desirable and convenient; the crews do a good job.
- Professional, visible and approachable.
- Public Works-they answer questions and respond to special needs.
- Parks & Rec-Waller Mill Park is an excellent community resource. The staff is helpful and friendly and the facilities are well maintained and offer opportunities for all.
- Recycling and trash collection are very regular and prompt.
- All services satisfactory.
- None.

- Police-we had problems with our alarm system going off for some unknown reason. I wish I could remember the gentleman from the police office that came out and solved our problem. Thank you.
- Trash collection/recycling - on time (early a.m.) and they pick up trash from my back door-I don't have to drag things to the curb, and that's a blessing as I'm on a cane. The people at the pay window at city offices are always helpful and good-natured. The Williamsburg Police are not only helpful and understanding, but they also have a sense of humor!!
- I get my taxes done. Everyone is nice and polite.
- Public Works-they are very responsive and did an excellent job of picking up after Ernesto and Isabel! They are very responsive to problems with the water leaks, etc... Trash pick-up, leaf clean-up/street cleanings, etc... all good.
- New streetscape and sidewalks for Richmond Rd-curb cuts, but very disappointed that all this work was done and there are no bike lanes!! Poor foresight and planning! A missed opportunity for resident and students! The new rental regs have made a difference in the appearance of our street and other neighborhoods in the city-thank you! We still have too many cars parked on street. What a shame we could not save more of the trees and natural terrain of High Street Development. Fire-excellent car seat installation and instruction. Human Services is very good based upon my professional work experience. Thanks to city employees, elected and appointed officials for their time and energy in making Williamsburg a nice place to live.
- Planning Department
- Landscaping-they do a wonderful job at all seasons.
- Fire Dept-I called to have batteries installed in my smoke alarm. They came almost immediately.
- Police and Fire-They respond quickly and always have a professional attitude. Thank you.
- Our neighborhood streets were recently paved and we were very pleased with the fine job done by Ralph Patterson and his crew. A schedule of what section of streets would be done was provided to our community. The crew was very hard working and professional and Mr. Patterson was patient and informative. We are most appreciative of a job well done.
- Trash pick-up-frequent, timely and neat.
- WRHA-response to keeping up my residence when things need fixing. Presence of a manager checking out area. Cordially members being helpful.
- 1) Love seeing the police patrol my neighborhood and are so instrumental in keeping the drugs and riff-raff to a minimum. 2) Love and appreciate the leaf collection service that has been implemented. Thank you 3) Love that recreation center and the many activities planned and enjoyed by my fellow senior citizens and myself.
- Public Works because of their promptness in repairing street pockets.

- Police are quick to respond to calls. Enjoy concert series at the library.
- Library-use frequently. Very satisfied with services.
- Fire-fast and know firefighting policies.
- Parks & Rec-the parks are beautiful and well taken care of. The library is outstanding!
- Public Utilities-water is cheap.
- Trash collection.
- Police-I have frequently seen police cars driving through my neighborhood which gives me a sense of security. Quarterpath-facilities are fairly well kept but the lobby always stinks.
- Haven't been involved with any of them enough to rate them.
- We really appreciate the crossing lights (walk/don't walk) and since we use public transportation and walk, the new sidewalks are wonderful. It would be even better if the crossing signals had sound like Washington, D.C. (for the blind). I would be wonderful if sidewalks didn't stop suddenly in front of any business on Richmond Rd.
- Trash and leaf collection.
- The Commissioner of Revenue. They have helped us in many ways most recently when registering a new vehicle that the DMV mistakenly registered in both the City and James City County. Kathy always explains things to us so well and everyone is so helpful whenever we need them. The City should be very proud of their service to its citizens. I know we are.
- It is hard to single out one, but I continue to be impressed with Public Works, and the Police Department. Actually, all the departments are courteous, competent, capable and friendly. Also, I am impressed with the professionalism, knowledge and leadership of the City Manager.

What is the one thing we could do to improve your level of satisfaction with City services?

- Planning Dept-less building, new housing, and growth in the city.
- Just take care of the leaves left on the road.
- Tree trimming of branches hanging on power lines on South Henry Street.
- Finish roadwork as quick as possible.
- Drop the city sticker concept.
- I would like to do more business with the local merchants in the Merchants Square area, but parking is too limited. Would it be possible to make parking in the garage free for residents? I know Virginia Beach has free parking for the residents. Also, the garbage is supposed to be picked up on Tuesday and Thursday. About once a month they don't show up on one of the days and we run out of room to put things. If this could be looked into I'd be grateful. Otherwise, everything about Williamsburg is great, and I love living here.
- Better follow-up when a crime is reported to the Police Department and the Commonwealth Attorney's office.
- Not exactly an answer to your question-but I found the city much more livable when there was a drugstore on Merchant Square instead of over-priced Williams-Sonoma-also when one didn't have to go two miles to a shopping center to get basic supplies like light bulbs.
- I would like to see trash pick-up once a week. I do not need two pick-ups. City could save money.
- Have more affordable housing for widows and senior citizens on moderate to low income, such as myself.
- Property Assessments-could use some moderation and explain in detail what our assessments will be used for (like they do in Lee County, FL).
- Do something with constant assessment increases for people on fixed incomes.
- More information on "High Street".
- Can't think of a thing.
- Improve communication about public bus service, routes and times.
- Pay more attention to Architectural Review.
- The current controversy over housing density illustrates citizen concern for maintaining a semblance of space and beauty within the city. Planning for growth must be extremely carefully done. What has happened in York and James City counties is a tragedy! Williamsburg is a precious enclave amidst the surrounding madness. Please ensure as much space and beauty as possible for the future!!

- Pave the new road that was put in at Cedar Grove Cemetery. Maybe plant some trees along the road as well. Plots that were purchased prior to the new road deserve the same tree-lined feel it used to have when there were woods directly behind the open area where there aren't graves yet. Paving the road is more important though.
- Increase communication with residents. Remind some employees that courtesy is important...not all employees need this reminder, but some obviously do.
- Don't do anything more stupid than buying and then selling the torsion land for more retail. Don't build a million dollar garage that nobody uses.
- Nothing comes to mind at this time.
- One thing that I didn't appreciate during the above noted time was a letter I received from Zoning concerning parking on grass in our front yard. No one from city ever stopped to ask why the parking. Well, she became bedfast and her friends and caretaker had no other parking space. She is now deceased, thus the problem no longer exists.
- There seems to be no enforcement of the 3 unrelated people per household (students renting houses). No follow-up check. Too many parking decals issued to students with constant abuse of the privilege. Noise ordinance needs to be more diligently enforced with police patrols in downtown areas to enforce this. There needs to be more stringent fines for Littering and Trash in streets and yards from students. Beer bottles and cups littering our yards and streets.
- Bury the utility lines.
- As a CASA, it is discouraging to be assigned a case in the city. The Human Services office is doing a poor job for the citizens and it is always reflected in the CASA's reports to the courts.
- Less arrogance among administrative staff. Find another way to control mosquitoes (not spraying) or notify neighborhoods in advance.
- Hire better trained police officers.
- I would like to see growth and development slowed down. The "Character" of Williamsburg is diminishing. Soon it will be just another tourist town. The historical nature of the city, which is retained for its earlier years, is fast disappearing. Rampant commercial and residential growth is destroying the city it once was.
- Not satisfied with response to citizens concerns-zoning density of the Henry St. property. Concerned about erosion around major construction sites. Not satisfied with the taste of the water.
- Street cleaning.
- More open communication.
- More thorough leaf pick-up
- Enforce the codes.

- Plan carefully for the continued growth of the city, being careful not to jeopardize its unique historic beauty for short-term gains or advantages to a few. This means: carefully review site, drainage, and erosion plans for all new projects and require compliance by the builders. Do not grant administrative changes for the convenience of the owner that often lead to future problems. The results of unintended consequences such as, poor drainage, building code violations, structural problems, and encroachments. Again, administrative actions do not adequately notify concerned property owners of changes that can adversely affect their property in the future. In short-be guided by what is best for the majority of permanent residents.
- Increase enforcement of zoning laws.
- Slow down drivers in residential areas!
- Good job done by city-meets my requirements. Special emphasis on library, which has no equal. Compare with any state library I have visited. Could a traffic engineer make a study of John Tyler Lane? John Tyler Hwy and Strawberry Plains intersection (near duck pond). There is a major accident waiting to happen here.
- More online availability of information and services.
- More information, more often.
- More information and awareness of Planning Commission activities.
- Have police monitor and control the speed of cars on Jamestown Road between 199 and the college on a consistent basis. Few cars observe the 35mph speed limit.
- Have the city sweepers come to Skipwith Farms more often. The streets need to be cleaned.
- Leaf collection should continue for 2 or 3 weeks into January. I have leaves that I raked up in mid to late December that are still waiting. I have more time to rake leaves after the holidays.
- Keep up the good work.
- I think the City takes care of our road (Walnut Hills Drive) and the edges are really in need of re-paving! Our electricity is ALWAYS going out. The people at the auto tax/sticker window need to go to Charm School!
- Let the street cleaner come often and leave when it's done. Everything is ok.
- Watch those assessment rates!
- No suggestions.
- Improve: garbage pick-up-be prompt; roads-improvement with less holes.

- Continue the good service!
- I requested that a sign: "Children at Play" be considered for Matoaka Ct because we have so many children - young children that do not have backyards and must play on the sidewalk - hopefully not the street. During the college semesters, the parking on the street can be solid on both sides making visibility of children playing on the sidewalk very difficult-impossible! A sign at both entrances to Matoaka would alert drivers to be more visually vigilant for children who might run out between cars. There are still "visual blights" along Richmond Rd. - Southern Motel land and Tioga Motel, especially their trash area on Matoaka Ct. The streetscape of walks, plantings, and curbing have improved the appearances of both places but could the property owners do more? Does the city have the ability to require them to do more - such as improve the enclosure around their trash receptacles?
- Stick to a low to no growth plan. Green space is vital-keep it. Do not allow areas such as Mill Creek property off South Henry to be developed. We don't want Williamsburg to be another Newport News!
- Make my neighborhood look more beautiful with plants, flowers, parking spaces (assigned) and create clean-up days with residents and teens! Get them more involved!
- I realize that my city does what it can for its' citizens with what resources they can spare or plan with. No complaints. Long-time residents.
- Provide more police presence on stretch of 143 between Spring Arbor and Brandywyne during morning rush hour to control speeding. Limit growth within city limits. Provide larger containers for recycling. Clean up area around public library. Yards are not maintained.
- Spread the beauty and attention throughout the city, not just those areas with the wealthiest citizens. I am a small business owner and teacher. I am concerned about the citizens in my larger overall neighborhood. If you want citizens to care about their neighborhood (littering, crime, etc.) you need to help them be proud of where they live. My neighborhood has piles of trash by Farm Fresh and also down Merrimac (143). Route 143/Merrimac is ugly, old and neglected.
- Mosquito control.
- Continue to monitor the youth "activity" at New Town.
- Have sidewalks continue without a break on Richmond Rd.
- Still thinking about it.
- Hopefully someone or department is helping High Street stay on track so it does not end up like New Town!
- This can only be answered in the voting booth for Council Members. I am anxious to see one voted out.

NCS Frequently Asked Questions

What is The National Citizen Survey™?

The National Citizen Survey™ is a unique service to administer, analyze, and report results from a customizable citizen survey. National Research Center, Inc., and ICMA are able to provide this service at a relatively low cost through careful standardization and automation of the survey process. Each participating jurisdiction can make important customizations for its locale, and the report can compare the results from your jurisdiction with results from other jurisdictions across the United States.

Why should we survey our citizens?

Good reasons include: to measure service performance; to benchmark service quality ratings; to assess community needs; to make long-range, short-term, or strategic plans; to demonstrate the receptivity of your government; to evaluate potential policies or community characteristics; to continue a trendline from periodic surveying; or to respond to a council mandate. These days, residents expect their local government of officials to be as well informed about customer perspectives as the best businesses.

Why should we use The National Citizen Survey™ instead of doing the survey on our own?

The National Citizen Survey™ offers many advantages over both in-house administration and the use of a consultant. These include reduced costs, comparisons to national norms, and the credibility of a widely reputable independent research firm.

What kinds of questions are included on the survey?

Questions are included about the quality of life in your community or county, local policies, demographics, quality of local government services and resident use of services.

Our jurisdiction provides a wide array of services. Will The National Citizen Survey™ let us survey opinions about all of these services?

The selection of service questions is extensive, so all of the major services that you provide are likely to be represented.

Can The National Citizen Survey™ be used by counties?

Yes. A special template, fully customizable, is available for counties.

We participate in ICMA's Center for Performance Measurement. Can we use The National Citizen Survey™ to collect data for CPM?

Yes. In fact, The NCS was designed to coordinate with CPM data collection. If you use the

NCS survey instrument, you will not need to ask citizens the same questions again for CPM purposes.

To what extent is the survey customizable?

You may customize your survey by choosing from a set of questions that are commonly used in citizen surveys, that have been endorsed by a panel of experts, and that have been tested at several pilot sites. You also have the option of creating three policy questions that are entirely specific to your jurisdiction. Furthermore, you may choose among a selection of additional services to modify the administration by including an open-ended question, comparisons to your previous survey results, a larger sample size, phone data collection, a Spanish translation, customized norms, geographic crosstabs, and a breakdown of results by respondent characteristics.

What will the margin of error in the results be?

Typically, with a sample size of 1,200 surveys, there will be about 400 responses, which translates to a margin of error that is approximately 5 percentage points around any percent. One of the additional options is a larger sample size of 3,000 residents, which will reduce the margin of error to about 3 percentage points.

How long will jurisdiction staff spend on The National Citizen Survey™?

This will vary and will depend in part on the way your jurisdiction operates. A lead staff member for the project could expect to spend from 10 to 40 hours over the course of the 18-week administration. Publicity is encouraged, and will take additional staff time. The reward for your rather small investment of time will be a better survey and a higher response rate.

What is the cost of The National Citizen Survey™, and how does it compare to the cost of a survey from a private consultant?

You will find enclosed a list of options for The National Survey™ services, and you will find The NCS™ more affordable than a fully customized survey. The added value of normative data makes The NCS™ even more cost effective.

How long will it take to get results and the report once we sign up?

Once you sign up, you will receive a packet of materials requesting information about customizing the survey. The complete time frame is approximately 12 weeks from the time we receive your completed materials from this packet.

How will the survey be administered?

The survey will be administered by mail. A postcard is sent to randomly selected households announcing that a survey will follow. The first survey comes a week later and is followed by

a "reminder" survey one week after that. Data collection by phone is also an option.

How many people in our jurisdiction will receive the mailing?

The basic service includes a sample size of 1,200 residents. However, we also offer the option of a sample size of 3,000 residents at an additional cost.

How many responses can we expect?

With a sample size of 1,200, we typically receive about 400 responses. For a sample size of 3,000, we expect approximately 1,000 responses. The actual number varies from jurisdiction to jurisdiction. The response rate will depend partly on the amount of publicity you provide ahead of time.

What about people who don't speak English?

We offer a Spanish-language version of the survey instrument as a service option. Let us know if you are interested in other languages.

What kind of report will we get?

You will get three separate reports. An executive summary briefs you on results. A comprehensive report includes survey background, survey methods, local results, and appendices. Local results are presented in tables and graphs. A third report, intended for internal use or for public information purposes, at the manager's discretion, compares local results to norms based on National Research Center's database of over 350 surveys conducted throughout the United States.

Can we compare the results of The National Citizen Survey™ to the results of surveys we did in the past?

Yes. As an option, we can convert most service evaluations to The NCS™ measurement scale for comparisons over the last three administrations to The NCS™ results.

With which communities will we be able to compare our results?

The normative comparisons are based on about 350 jurisdictions where citizen surveys have been conducted recently. These are communities from all across the United States ranging in size from just a few hundred to over two million. More than 200,000 residents of counties, villages, townships, and cities completed these surveys, and they are intended to represent over 30,000,000 Americans. Norms can be customized, too, so that your jurisdiction is compared to others in the database of similar size, location, or type (e.g., counties, cities, towns, etc.).

Do we have to compare our results to national norms?

No, the choice is yours.

What if we don't want our results publicized?

That is up to you. The final report is delivered to the client only, on your time schedule. Comparisons with the normative data are presented in a separate report. Results from our database remain confidential. Norms are created by grouping results so that individual jurisdictions remain anonymous unless they choose to be mentioned for purposes of positive recognition.

With which communities will we be able to compare our results?

The normative comparisons are based on about 300 jurisdictions where citizen surveys have been conducted recently. These are communities from all across the United States ranging in size from just a few hundred to over 2 million. More than 100,000 residents of counties, villages, townships and cities completed these surveys and they are intended to represent over 30,000,000 Americans. Norms can be customized, too, so that your jurisdiction is compared to others in the database of similar size, location or type (e.g., counties, cities, towns, etc.).

How is the validity of the survey authenticated?

In the final report, we provide an elaborate description of our meticulous survey methods. We also provide a certificate of participation, suitable for display, signed by the executive director of ICMA and the president of NRC, to all jurisdictions that successfully complete the survey project.

Can results be used for measuring government performance?

Yes, the opinion of residents is critical in understanding the quality of service delivery and has become a widely-used performance measurement tool. We remind our clients that administrative records and independent observations about actual service efficiencies and quality measures are important, too.